

EXECUTIVE DEVELOPMENT

## TRAINING PROFILE

## CLANDESTINE SERVICE

<u>Periods</u>	<u>Courses</u>	<u>Comments</u>
0-5 years	Intelligence & World Affairs Basic Operations Supervision (Specialized Courses)	Language, CI Ops, etc.
5-10 years	Advanced Operations Mid-Career Advanced Intelligence (Specialized Courses)	Including management  More language, etc.
10-15 years	International Affairs (External)  Advanced Management (Planning) (Specialized Courses as needed)	War College, Academic or FAES  Including PPB, Systems Analysis & Budgets
15-20 years	Senior Seminar Managerial Concepts (External)	FEI, Harvard, etc., for maximum exposure to other techniques
20 plus years	Lecture & participate in training programs as needed	This should be maximum payoff period for earlier training & experience

Comments about Executive Development Training Profiles

1. Formal training is intended to be a significant but small part of executive development. The variety of responsible assignments performed by each employee with executive potential is of far greater importance than the proposed training program. When combined, however, assignments plus training should produce effective, experienced, and highly competent managers.
2. Although talented managers may likely rise to the top without the recommended training, with it they should be much better prepared to cope with a wider range of problems in a more professional manner.
3. The head of a Career Service must personally manage the careers of his officers having the potential for rising to senior positions. This would include selecting and negotiating job assignments for them as well as insuring enrollment in recommended training programs.
4. Five year increments are used in the Training Profile only because that seems to be a logical period of achievement. Actually, these increments or stages could consist of any reasonable time period.
5. While the Training Profile should be developed primarily for officers with executive potential, each Career Service should also develop profiles for its other employees. This should be done with careful consideration of OTR "core" or "ladder" courses.

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